

INVOLVING MANAGERS IN FOLLOWING THROUGH 360 DEVELOPMENT ACTIONS

One of the most effective ways of making sure that 360 feedback results in performance improvement, is to ensure that post 360 survey action/ development plans are monitored through line manager 1:2:1's.

Involving line managers in the 'follow through' of actions has the following benefits – It:

- Brings the whole 360 feedback process back under the line manager/organisational umbrella
- Provides line managers with a 'voice' and opportunity to influence/steer development objectives and their importance
- Enables line managers to provide appropriate support and resources
- Provides opportunities for line managers to take an active role in their peoples development – Possibly through coaching, the provision of experiential/learning opportunities etc.
- Provides a structure for validating the whole 360 feedback process and evaluating impact in relation to individual growth and enhanced organisational performance

Whilst the utilisation of line managers in this way sounds obvious, our experience indicates that it is not common practice.

From a pragmatic perspective, this approach works particularly well when the expectation that post 360 development plans will be shared with line managers, is established at the start of process.

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